

A STUDY ON WORK LIFE BALANCE WITH SPECIAL REFERENCE TO TNPL, KARUR

M. Kamalesh¹ & A. John William²

¹*Research Scholar, The Tips Global Institute, Coimbatore, Tamil Nadu, India*

²*Assistant Professor, Tips School of Management, Coimbatore, Tamil Nadu, India*

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ABSTRACT

Work-life balance is now playing an important role in deciding the job related performance of employees in any industry. With swelling obligations in the work place, it is very difficult to the employees to maintain a fair level of work life balance. Such circumstances impact workers physiologically and psychologically. The hectic life of retention and excelling in Government job has put tremendous pressure on employees' life and leads to work life imbalance which is a problem that poses a big risk to workers well being, their performance as well as the organizational performance. This paper aims to study the level of work life balance among Tamil nadu Newsprint And Papers Ltd, Karur(TNPL)employees and explore how it is affecting the work related activities of the employees.

KEYWORDS: Work Life Balance, Stress, Performance

INTRODUCTION

In the present working world, most of the time is spent by the employees in their organization leaving less time to take care of their personal and family needs. The increased amount of competition in any business, advancement in information technology, the need for speedy and quality services has taken considerable time of the workers, sometimes even after the working hours. A central characteristic of work-life balance is the amount of time a person spends at work. There are indications that long work hours may harm personal health, endanger safety and increase stress.

Work life balance is the interaction between the work and the other activities that includes family, community, leisure and personal development. It is about the right or the balanced combination of the individual's participation in the work and other aspects of their life and this combination doesn't remain the same it can be changed over the time.

Work life balance is where the tensions between the work life and personal life is minimized by having a proper policies, systems, supportive management and provisions at work place and a good relations in personal life. Performance and the job satisfaction of the employees are said to be affected by the work life balance.

In the recent years employee engagement has been considered as the important criteria in human resources in all the organizations. Employers have gone to the extra mile of giving an opportunity for employees to work from home and many measures have been taken to retain employees. Flexibility in working hours, innovative ideas for making employees feel engaged in the organization has become an important criteria in human resources. HR professionals have taken options to create family friendly relationship in the organization externally and internally. Organizations which follow and practice

the policies of work life balance are able to sustain employees in their organization. Successful organizations have a structured work life balance policy.

Review of Literature

- **Gröpel (2006)**¹-The Author defined it as the division between the different categories of work and non-work nature. Author states that the balance between work and non-work life is seen by individuals, when time is dedicated to both, However it is seen subjectively.
- **Visser, Williams (2006)**²-This research classify WLB in accordance with priorities of an individual and compatibility with the life fulfilment and work and life roles of this individual, meaning that WLB can be described as state where the devoted time for work and other activities reflects priorities, needs and ambitions of a person.
- **Poelsman Caligiuri (2008)**³-He states that WLB is for the majority of population comprehended as temporary state of harmony or homeostasis, without mental pressure, where harmony can be seen as compatibility, satisfaction and subjective well-being. Balance can be described as equilibrium, state that can begin when two objects are in balance, equally distributed.
- **Mohammad niaz (2008)**⁴-In this research titled “Work life balance practices and gender gap in job satisfaction” examines the role of the work life balance practices by explaining the paradox of the contented women worker”. In his research he finds out that woman reports higher levels of job satisfaction than that of men. The main finding is that WLB is the important determinant of the intrinsic extrinsic, aspects of job satisfaction.
- **Rebecca (2009)**⁵-The Author quotes in “Work life balance- Men and Women” that women and men have a different perception generally on balance the work and life. She tells that women devote more time on her family and the men spend more time pursuing his personal interests. She also quotes that balance is not only about dividing the time spent on work and personal life, but also establishing harmony that reflects on the individuals priorities.
- **Peter (2009)**⁶-In his study on “Work life balance and subjective well being” explains about the work life balance and the well being of the employees. In this research, the hypothesis that was tested is the sufficient amount of time available increases the well being of the employees as it helps in satisfying personal needs. The finding in this research was that the perceived sufficiency of time available for personal life and works tells the level of well being only if the individual’s needs are fulfilled in the given time.
- **Kaiser et al. (2010)**⁷-He proposed work-life balance interpretation as adaption to changing requirements and needs of all employees in line with the organization/company and not an equal time distribution.
- **Susi.S et al (2011)**⁸-He found that work-life balance and employee engagement becomes a visible benchmark among high performing organizations that reap the economic and reputational benefits of being publicly recognized as a ‘best place to work’ or an ‘employer of choice’. Many Family-friendly organizations feel the need for work/ life balance which include recruitment and retention of valuable work force, reduced absenteeism, reduced employee stress, health benefits, job satisfaction, and better life balance. It has been suggested that an

effectiveness of work-life balance policies and practices must incorporate the effects of workplace culture and supervisor support of employees' efforts to balance work and Family responsibilities. Developing and maintaining a culture that enables and supports the opportunity to have a desired work life balance and to promote the benefits of the employee & organization.

- **R Baral and S Bhargava (2011)⁹**-In their research titled “HR interventions for Work life balance” quotes that work life balance is the concern for both research scholars and the business leaders in the view of technological, demographic and organisational changes related to it. They have explained about the challenges that the HR managers face while effectively implementing the policy in their organisation. They suggest that the organisations must implement Work life balance policies and incorporate the organisational culture that ensures employee commitment and productivity.
- **Sarah Holly and Alwine Mohnen (2012)¹⁰**- In their study titled “Impact of working hours on Work Life balance” their main objective was to examine the influence of the working hours of the employees on their satisfaction on the job. They explain that the overall number of the employees wants to reduce their working hours is influenced mainly by the overtime compensation. Their study result shows that generally the long working hours do not lead to the dissatisfaction among the employees, but long working hours have a positive effect on the employee's life and job satisfaction and the desire to reduce the long working hours have a negative impact on the job satisfaction of the employees.
- **Yuile et al. (2012)¹¹**-He defines WLB as a state, where wide range of needs is being fulfilled by time division for the roles responding to both personal priorities and professional requirements.
- **Swathi.S (2012)¹²**-She has opined that the initiative taken for the employee engagement is only few and not much research, training and development has been on the area before implementing the employee engagement activities in the companies. The companies need to focus on it more because retention and engagement of generation Y is difficult. the employee engagement leads to the increase in productivity, re tension, safety, less turnover. On the positive note we can say that in future the companies will be taking more initiative for employee engagement and contribute more.
- **Daniele Grandi (2012)¹³**-The Author has revealed that work-life balance and implementation of worklife balance policies will be one of the main topic for the next decades when talking about human resource practices. The need for a major balance between work and non- work activities is an issue more and more spread between working population and it will be even more important with the entrance of new generations in the labor market. This is not an easy challenge and both firms and governments will be required to put more effort into this. In this paper it has been analyzed those that may be the main organizational outcomes in terms of recruitment, job satisfaction, retention, performance and productivity. It is clear how a change in firms mindset and culture is required in order to align their policies to both population needs and new way for reaching competitive opportunities that are nowadays embedded in the global labor market. Even if some companies have been more proactive, and reactive, (I took SAS Institute as a main example) there is the need to move more step forward in this direction. Although several critics have been moved to the approach that firms and governments have in relation to work-life balance issues, and to the overrated relevance that this topic have in the economic environment nowadays, the feeling is

that providing work-life balance through the working population is a task that firms, in order to remain competitive, can't avoid to face in an effective way. The employees' need for increasing benefits in a continuously changing environment and wide opportunities for firms, referring to competitive advantages, lead to the conclusion that promoting work-life balance policies and care about the implementation of effective practices, in order to achieve a proper balance between work and non-work activities need to become an intrinsic trait of the business and not just an additional component of corporate policies.

Statement of the Problem

- Lack of Job satisfaction due to peer group relationship.
- Balancing work performance.
- Professional Secrecy and Personal relationship.
- Lack in Employee Professional Growth.

Objectives of the Study

- To study the absence of Job satisfaction.
- To study the factors influencing Work performance.
- To study the causes for sharing professional secrecy.
- To study the employer contribution towards employee professional growth.

RESEARCH METHODOLOGY

The methods section describes actions to be taken to investigate a research problem and the rationale for the application of specific procedures or techniques used to identify, select, process, and analyze information applied to understanding the problem, thereby, allowing the reader to critically evaluate a study's overall validity and reliability. Method is a way of doing something and methodology is a set of methods used in a particular area of activity. The research methodology employed in the research is as given by Philip Kotler.

- Developing the problems and research objective.
- Developing the information sources.
- Collecting and analyzing the information.
- Presenting the information.

Chi Square Analysis between Job Satisfaction and Stress

Ho: There is no Significant difference between the Job Satisfaction and Stress

H1: There is an Significant difference between the Job Satisfaction and Stress

Table 1

Job Satisfaction	Stress				
	Heavy Workload	Job Insecurity	Long Hours	Tight Deadlines	Row Total
Financial Rewards	3	7	5	5	20
Relationship with co-workers	11	7	1	11	30
Respect from Co-workers	5	7	6	7	25
Stress Level	5	2	7	6	20
Column Total	24	23	19	29	95

Chi Square Analysis between Stress and Work Performance

Ho: There is no Significant difference between Stress and Work Performance.

H1: There is an Significant difference between Stress and Work Performance.

Table 2

Work Performance	Stress				
	Heavy Workload	Job Insecurity	Long Hours	Tight Deadlines	Row Total
All of the above	8	7	6	12	33
Good Teamwork	9	1	6	3	19
Increase in Productivity	4	3	3	9	19
Increase in Retention Rates	3	12	4	5	24
Column Total	24	23	19	29	95

Chi Square Analysis between the absence in Peer Groups and Overall Satisfaction

Ho: There is no significant difference between the Absence in Peer Groups and Overall Satisfaction.

H1: There is an significant difference between the Absence in Peer Groups and Overall Satisfaction

Table 3

Overall Satisfaction	Absence in Peers				
	High	Low	Very High	Very Low	Row Total
Dissatisfied	3	6	4	7	20
Highly Dissatisfied	9	0	4	4	17
Highly Satisfied	14	5	6	4	29
Satisfied	12	10	4	3	29
Column Total	38	21	18	18	95

Chisquare Analysis between Professional Secrecy and Work Performance of Employees

Ho: There is no significant difference between the Professional Secrecy and Work Performance

H1: There is an significant difference between the Professional Secrecy and Work Performance

Table 4

Work Performance	Professional Secrecy				
	All the Time	Never	Often	Rarely	Row Total
All of the above	10	5	4	14	33
Good Teamwork	2	5	5	7	19
Increase in Productivity	1	4	4	10	19
Increase in Retention Rates	3	9	8	4	24
Column Total	16	23	21	35	95

Chi Square Analysis between employee's Efficiency and Work Life Management

Ho: There is no significant difference between the Employee's Efficiency and Work Life Management.

H1: There is an significant difference between the Employee's Efficiency and Work Life Management.

Table 5

Employee's Efficiency	Work Life Management				
	Bad	Excellent	Good	Normal	Row Total
Agree	2	1	17	11	31
Disagree	4	8	9	6	27
Strongly Agree	1	5	8	6	20
Strongly Disagree	3	5	6	3	17
Column Total	10	19	40	26	95

FINDINGS & SUGGESTIONS

- From the Chi Square Analysis, The $(TV > CV) = (30.14 > 0.808)$ Ho is Rejected and H1 is accepted in which there is an relationship between Job Satisfaction And Stress.
- From the Chi Square Analysis, The $(TV > CV) = (30.14 > 1.523)$ Ho is Rejected and H1 is accepted in which there is an relationship between Stress And Work Performance.
- From the Chi Square Analysis, The $(TV > CV) = (30.14 > 1.149)$ Ho is Rejected and H1 is accepted in which there is an relationship between Absence In Peer Groups And Overall Satisfaction.
- From the Chi Square Analysis, The $(TV > CV) = (1.167 > 30.14)$ Ho is Rejected and H1 is accepted in which there is an relationship between the Professional Secrecy and Work Performance.
- From the Chi Square Analysis, The $(TV > CV) = (2.211 > 30.14)$ Ho is Rejected and H1 is accepted in which there is an relationship between Employee's Efficiency And Work Life Management.

Suggestions

- The employees must follow an proper peer group relationship for the better Satisfaction.
- The employees must balance the Work Performance by stabilizing both Stress and Professional Secrecy.
- The employees must maintain their Professional Secrecy by maintaining their Secrets.
- The employees should have an Better Employee Professional Growth.

CONCLUSIONS

It can be said that Work Life Balance is a very important issue in the Human Resource Management field and it has a vital impact on the productivity and growth of both the organisation and the employee. Work life is all about a measure about controlling on when, where and how they work. Many factors are acting as supporting elements for employees to achieve balance between work and personal life. While certain elements like employees participation in framing the policies and taking key decisions like effective communication, organizational policies will strengthen the Work & Personal life of the employees.

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21. *The Miracle Equation*:
22. *The Two Decisions That Move Your Biggest Goals from Possible, to Probable, to Inevitable*.
23. *9 Rules of Engagement*:
24. *A Military Brat's Guide to Life and Success*.
25. *The Little Things*:
26. *Why You Really Should Sweat the Small Stuff*.
27. *When to Jump*:
28. *If the Job You Have Isn't the Life You Want*.